

Performance Budget Structure and Budget Comparison Listing

Program 720 - Utility Billing, Collection, and Revenue Management

Managed by Kirby, Tim

Program Outcome Statement

Provide customer service and financial management to enable the provision of the highest quality utility services (water, sewer, and refuse) at the lowest rates necessary, by:

- Monitoring and maintaining the financial health of the Utility Enterprise Funds,
- Distributing accurate and timely bills to all customers taking utility services from the City,
- Maximizing the timely collection of revenues,
- Reading meters in a cost effective, accurate, and timely fashion, and
- Providing high quality and cost effective customer service to all customers.

So that:

Notes

1. Program outcome measure "A collection rate equal to..." planned goal reflects one year of data. Three year average will be available for FY 2005/2006.

Submitted by: _____

Date: _____

Dept. Director Approval: _____

Date: _____

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Program 720 - Utility Billing, Collection, and Revenue Management

Program Outcome Measures

		Weight	2001/2002 Planned	2001/2002 Achieved	2002/2003 Planned	2002/2003 Achieved	2003/2004 Planned	2003/2004 Achieved
1.	A collection rate equal to the average of the previous three years is achieved.							
	- Average Collection Rate	5	0.00%	0.00%	99.45%	0.00%	99.45%	99.53%
	- Actual Collection Rate	5	0.00%	0.00%	99.45%	99.45%	0.00%	0.00%
2.	99.5% of the total number of meters read are read correctly the first time.							
	- Percent Read Correctly	4	0.00%	0.00%	99.50%	99.95%	99.50%	99.98%
3.	The charge for utility services in Sunnyvale is 98% of charges for comparable services in similar local cities.							
	- Percent of Charges for Comparable Services	5	0.00%	0.00%	98.00%	96.11%	98.00%	90.75%
4.	Customer calls, including queue time, are answered within an average of 0.75 minutes.							
	- Average Minutes	5	0.00	0.00	0.75	0.73	0.75	0.50
5.	Customer Service Representatives receive an overall provision of service standard rating of 95%.							
	- Service Standard Rating	4	0.00%	0.00%	95.00%	96.26%	95.00%	94.74%
6.	The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.							
	- Ratio	5	0.00	0.00	1.00	1.07	1.00	1.05

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72001 - Meter Reading Services

Provide reliable and cost effective meter reading services, by:

- Reading meters in a cost effective and accurate fashion,
- Starting and stopping water service as scheduled, and
- Evaluating and implementing new meter reading technology and techniques that improve cost effectiveness and efficiency, so that:

Notes

1. SDP outcome measures "99% of meters are read..." and "99% of service start and stops..." had goals reduced as a result of budget reductions.

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72001 - Meter Reading Services****SDP Outcome Measures**

	2001/2002 Planned	2001/2002 Achieved	2002/2003 Planned	2002/2003 Achieved	2003/2004 Planned	2003/2004 Achieved
1. 99.5% of total number of meters read are read correctly the first time.						
- Percent Read Correctly	0.00%	0.00%	99.50%	99.95%	99.50%	99.98%
2. 99% of meters are read within the established reading schedule.						
- Percent Read within Schedule	0.00%	0.00%	100.00%	100.00%	100.00%	98.86%
3. 99% of service starts and stops workorders are completed as scheduled.						
- Percent Completed as Scheduled	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72001 - Meter Reading Services**

	2001/2002 Planned	2001/2002 Actual	2002/2003 Planned	2002/2003 Actual	2003/2004 Planned	2003/2004 Actual
Activity 720000, 720001 - Read Meters for Billing						
Product: A Meter Read						
Costs:	0.00	0.00	271,820.85	244,560.63	278,251.83	222,214.85
Products:	0.00	0.00	186,750.00	183,943.00	186,750.00	174,964.00
Hours:	0.00	0.00	5,477.00	4,971.50	5,477.00	4,264.59
Product Cost:	0.00	0.00	1.46	1.33	1.49	1.27
Products/Hour:	0.00	0.00	34.10	37.00	34.10	41.03
Cost/Hour:	0.00	0.00	49.63	49.19	50.80	52.11
Activity 720002 - Read Meters for Service Starts and Stops						
Product: A Meter Read						
Costs:	0.00	0.00	70,917.74	68,771.41	74,063.54	84,795.49
Products:	0.00	0.00	6,600.00	7,623.00	6,600.00	7,324.00
Hours:	0.00	0.00	1,450.00	1,392.03	1,450.00	1,627.47
Product Cost:	0.00	0.00	10.75	9.02	11.22	11.58
Products/Hour:	0.00	0.00	4.55	5.48	4.55	4.50
Cost/Hour:	0.00	0.00	48.91	49.40	51.08	52.10
Totals for Service Delivery Plan 72001 - Meter Reading Services						
Costs:	0.00	0.00	342,738.59	313,332.04	352,315.37	307,010.34
Products:	0.00	0.00	193,350.00	191,566.00	193,350.00	182,288.00
Hours:	0.00	0.00	6,927.00	6,363.53	6,927.00	5,892.06

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72002 - Customer Service

Provide professional and courteous customer service to utility billing customers, by:

- Responding to billing inquiries in a professional and courteous manner,
- Processing utility payments in a timely and accurate manner, and
- Answering customer calls in a timely manner, so that:

Notes

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72002 - Customer Service****SDP Outcome Measures**

	2001/2002 Planned	2001/2002 Achieved	2002/2003 Planned	2002/2003 Achieved	2003/2004 Planned	2003/2004 Achieved
1. Customer calls, including queue time, are answered within an average of 0.75 minutes.						
- Average Minutes	0.00	0.00	0.75	0.73	0.75	0.50
2. Customer Service Representatives receive an overall provision of service standard rating of 95%.						
- Service Standard Rating	0.00%	0.00%	95.00%	96.26%	95.00%	94.74%
3. Payments are processed the day they are received 95% of the time.						
- Percent Processed	0.00%	0.00%	95.00%	100.00%	95.00%	100.00%

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72002 - Customer Service**

	2001/2002 Planned	2001/2002 Actual	2002/2003 Planned	2002/2003 Actual	2003/2004 Planned	2003/2004 Actual
Activity 720003 - Provide Customer Service						
Product: A Customer Contact						
Costs:	0.00	0.00	256,972.26	226,127.86	267,897.23	249,622.86
Products:	0.00	0.00	25,175.00	34,656.00	25,175.00	33,139.00
Hours:	0.00	0.00	5,309.00	4,945.40	5,309.00	5,053.41
Product Cost:	0.00	0.00	10.21	6.52	10.64	7.53
Products/Hour:	0.00	0.00	4.74	7.01	4.74	6.56
Cost/Hour:	0.00	0.00	48.40	45.72	50.46	49.40
Activity 720004 - Process Payments						
Product: A Payment Processed						
Costs:	0.00	0.00	144,391.07	89,459.20	150,382.09	121,994.17
Products:	0.00	0.00	185,000.00	196,141.00	185,000.00	195,105.00
Hours:	0.00	0.00	2,835.00	2,199.15	2,835.00	2,413.19
Product Cost:	0.00	0.00	0.78	0.46	0.81	0.63
Products/Hour:	0.00	0.00	65.26	89.19	65.26	80.85
Cost/Hour:	0.00	0.00	50.93	40.68	53.04	50.55
Totals for Service Delivery Plan 72002 - Customer Service						
Costs:	0.00	0.00	401,363.33	315,587.06	418,279.32	371,617.03
Products:	0.00	0.00	210,175.00	230,797.00	210,175.00	228,244.00
Hours:	0.00	0.00	8,144.00	7,144.55	8,144.00	7,466.60

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72003 - Utility Business Management

Provide financial management to maintain the viability of utility enterprise funds, by:

- Distributing accurate and timely bills to all customers taking utility services from the City,
- Monitoring and maintaining the financial health of the Utility Enterprise Funds,
- Setting utility rates to maintain the financial health of the Utility Enterprise Funds,
- Maintaining the utility billing system hardware and software,
- Maintaining the accuracy and completeness of the data retained in the utility billing system, and
- Providing financial and operation consulting services to the utility operating programs, so that:

Notes

1. The service delivery plan measures marked with an * have been scaled back as part of the FY 2003/04 budget and service reduction process.

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72003 - Utility Business Management****SDP Outcome Measures**

	<u>2001/2002 Planned</u>	<u>2001/2002 Achieved</u>	<u>2002/2003 Planned</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Planned</u>	<u>2003/2004 Achieved</u>
1. 99% of accounts are billed within the established billing schedule.*						
- Percent Billed within Schedule	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%
2. Billing system is operational 95% of the time.						
- Percent Operational	0.00%	0.00%	95.00%	99.88%	95.00%	99.79%
3. The charge for utility services in Sunnyvale is 98% of charges for comparable services in similar local cities.						
- Percent of Charges for Comparable Services	0.00%	0.00%	98.00%	96.11%	98.00%	90.75%
4. Each Utility (water, wastewater, and solid waste) Program Manager will be provided with periodic financial reports as planned 95% of the time.						
- Number of Reports	0.00	0.00	0.00	0.00	0.00	0.00
- Percent Provided	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72003 - Utility Business Management**

	2001/2002 Planned	2001/2002 Actual	2002/2003 Planned	2002/2003 Actual	2003/2004 Planned	2003/2004 Actual
Activity 720005 - Bill Accounts						
Product: A Utility Account Billed						
Costs:	0.00	0.00	353,535.25	364,716.97	360,594.97	431,864.80
Products:	0.00	0.00	193,000.00	195,235.00	193,000.00	190,940.00
Hours:	0.00	0.00	2,013.00	2,643.46	2,013.00	3,565.61
Product Cost:	0.00	0.00	1.83	1.87	1.87	2.26
Products/Hour:	0.00	0.00	95.88	73.86	95.88	53.55
Cost/Hour:	0.00	0.00	175.63	137.97	179.13	121.12
Activity 720006 - Billing System Management						
Product: A Work Hour						
Costs:	0.00	0.00	216,292.65	166,481.68	219,913.23	175,983.07
Products:	0.00	0.00	1,358.00	617.11	1,358.00	736.09
Hours:	0.00	0.00	1,358.00	617.11	1,358.00	736.09
Product Cost:	0.00	0.00	159.27	269.78	161.94	239.08
Products/Hour:	0.00	0.00	1.00	1.00	1.00	1.00
Cost/Hour:	0.00	0.00	159.27	269.78	161.94	239.08
Activity 720007 - Utility Business Management						
Product: A Work Hour						
Costs:	0.00	0.00	106,394.92	119,727.30	109,355.86	95,988.52
Products:	0.00	0.00	1,426.00	1,617.33	1,426.00	1,240.57
Hours:	0.00	0.00	1,426.00	1,617.33	1,426.00	1,240.57
Product Cost:	0.00	0.00	74.61	74.03	76.69	77.37
Products/Hour:	0.00	0.00	1.00	1.00	1.00	1.00
Cost/Hour:	0.00	0.00	74.61	74.03	76.69	77.37

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Program 720 - Utility Billing, Collection, and Revenue Management

Totals for Service Delivery Plan 72003 - Utility Business Management

Costs:	0.00	0.00	676,222.82	650,925.95	689,864.06	703,836.39
Products:	0.00	0.00	195,784.00	197,469.44	195,784.00	192,916.66
Hours:	0.00	0.00	4,797.00	4,877.90	4,797.00	5,542.27

Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72004 - Delinquent Account Management

Maintaining a high collection rate of delinquent utility funds, by:

- Providing accurate and timely notification of delinquency to delinquent customers,
- Interrupting water service to ensure collection of delinquent funds, and
- Maximizing collection of delinquent funds through use of other collection techniques in compliance with applicable laws, so that:

Notes

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72004 - Delinquent Account Management****SDP Outcome Measures**

	2001/2002 Planned	2001/2002 Achieved	2002/2003 Planned	2002/2003 Achieved	2003/2004 Planned	2003/2004 Achieved
1. A collection rate equal to the average of the previous three years is achieved.						
- Average Collection Rate	0.00%	0.00%	99.45%	99.45%	99.45%	99.53%
- Actual Collection Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2. 95% of customers who are delinquent after 68 days will have their water service interrupted to ensure collection.						
- Percent of Customers	0.00%	0.00%	95.00%	100.00%	95.00%	100.00%

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72004 - Delinquent Account Management**

	2001/2002 Planned	2001/2002 Actual	2002/2003 Planned	2002/2003 Actual	2003/2004 Planned	2003/2004 Actual
Activity 720008 - Collect Delinquent Accounts						
Product: A Delinquent Notice Generated						
Costs:	0.00	0.00	81,070.41	98,368.82	84,267.28	105,797.66
Products:	0.00	0.00	15,900.00	15,946.00	15,900.00	14,144.00
Hours:	0.00	0.00	1,578.00	1,869.54	1,578.00	1,885.41
Product Cost:	0.00	0.00	5.10	6.17	5.30	7.48
Products/Hour:	0.00	0.00	10.08	8.53	10.08	7.50
Cost/Hour:	0.00	0.00	51.38	52.62	53.40	56.11
Activity 720009 - Shut-Off Delinquent Accounts						
Product: A Water Service Shut Off						
Costs:	0.00	0.00	43,600.07	29,483.52	45,468.58	26,401.43
Products:	0.00	0.00	370.00	399.00	370.00	456.00
Hours:	0.00	0.00	885.00	580.81	885.00	511.27
Product Cost:	0.00	0.00	117.84	73.89	122.89	57.90
Products/Hour:	0.00	0.00	0.42	0.69	0.42	0.89
Cost/Hour:	0.00	0.00	49.27	50.76	51.38	51.64
Totals for Service Delivery Plan 72004 - Delinquent Account Management						
Costs:	0.00	0.00	124,670.48	127,852.34	129,735.86	132,199.09
Products:	0.00	0.00	16,270.00	16,345.00	16,270.00	14,600.00
Hours:	0.00	0.00	2,463.00	2,450.35	2,463.00	2,396.68

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72005 - Provide Management and Administrative Services

Provide management and administrative services in support of program activities, so that:

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72005 - Provide Management and Administrative Services****SDP Outcome Measures**

	2001/2002 Planned	2001/2002 Achieved	2002/2003 Planned	2002/2003 Achieved	2003/2004 Planned	2003/2004 Achieved
1. 80% of non-routines are completed within initial plan. - Percent	0.00%	0.00%	80.00%	75.00%	80.00%	0.00%
2. Employees attend a minimum of one training session per year as identified in employee's work plan. - Training Sessions Attended	0.00	0.00	13.00	1.00	13.00	13.00

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72005 - Provide Management and Administrative Services**

	2001/2002	2001/2002	2002/2003	2002/2003	2003/2004	2003/2004
	Planned	Actual	Planned	Actual	Planned	Actual
Activity 720010 - Administration						
Product: A Work Hour						
Costs:	0.00	0.00	118,449.66	133,858.22	121,394.11	108,620.47
Products:	0.00	0.00	1,871.00	2,127.05	1,871.00	1,615.37
Hours:	0.00	0.00	1,871.00	2,127.05	1,871.00	1,615.37
Product Cost:	0.00	0.00	63.31	62.93	64.88	67.24
Products/Hour:	0.00	0.00	1.00	1.00	1.00	1.00
Cost/Hour:	0.00	0.00	63.31	62.93	64.88	67.24
Activity 720011 - Special Projects						
Product: A Work Hour						
Costs:	0.00	0.00	11,240.77	7,092.77	11,567.96	0.00
Products:	0.00	0.00	154.00	151.50	154.00	0.00
Hours:	0.00	0.00	154.00	151.50	154.00	0.00
Product Cost:	0.00	0.00	72.99	46.82	75.12	0.00
Products/Hour:	0.00	0.00	1.00	1.00	1.00	0.00
Cost/Hour:	0.00	0.00	72.99	46.82	75.12	0.00
Activity 720012 - Training						
Product: A Training Session						
Costs:	0.00	0.00	13,495.72	23,484.10	14,005.97	23,802.70
Products:	0.00	0.00	13.00	1.00	13.00	13.00
Hours:	0.00	0.00	176.00	440.92	176.00	393.22
Product Cost:	0.00	0.00	1,038.13	23,484.10	1,077.38	1,830.98
Products/Hour:	0.00	0.00	0.07	0.00	0.07	0.03
Cost/Hour:	0.00	0.00	76.68	53.26	79.58	60.53

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72005 - Provide Management and Administrative Services**

	2001/2002	2001/2002	2002/2003	2002/2003	2003/2004	2003/2004
	Planned	Actual	Planned	Actual	Planned	Actual
Activity 720013 - Training						
Product: A Training Hour						
Costs:	0.00	0.00	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00	0.00	0.00
Products/Hour:	0.00	0.00	0.00	0.00	0.00	0.00
Cost/Hour:	0.00	0.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 72005 - Provide Management and Administrative Services						
Costs:	0.00	0.00	143,186.15	164,435.09	146,968.04	132,423.17
Products:	0.00	0.00	2,038.00	2,279.55	2,038.00	1,628.37
Hours:	0.00	0.00	2,201.00	2,719.47	2,201.00	2,008.59

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Service Delivery Plan 72098 - Allocated

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Program 720 - Utility Billing, Collection, and Revenue Management

Service Delivery Plan 72098 - Allocated

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Program 720 - Utility Billing, Collection, and Revenue Management**Service Delivery Plan 72098 - Allocated**

	2001/2002 Planned	2001/2002 Actual	2002/2003 Planned	2002/2003 Actual	2003/2004 Planned	2003/2004 Actual
Activity 720980 - Program-Wide Allocation						
Product: An Allocation						
Costs:	0.00	0.00	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00	0.00	0.00
Products/Hour:	0.00	0.00	0.00	0.00	0.00	0.00
Cost/Hour:	0.00	0.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 72098 - Allocated						
Costs:	0.00	0.00	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00	0.00
Totals for Program 720						
Costs:	0.00	0.00	1,688,181.37	1,572,132.48	1,737,162.65	1,647,086.02
Products:	0.00	0.00	617,617.00	638,456.99	617,617.00	619,677.03
Hours:	0.00	0.00	24,532.00	23,555.80	24,532.00	23,306.20